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Chief, Career Training Program

24 November 1965

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Report on Boston Field Trip

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1. At the direction of Chief, Career Training Program, OTR, with the cooperation of Chief, Personnel Recruitment Division, OP, I made a field trip to Boston on 22-24 November for the purpose of interviewing candidates who had been recommended for the Career Training Program [REDACTED]

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2. Logistical arrangements were made by the [REDACTED] recruitment office through Chief, PRD. Mr. [REDACTED] made his office available for interviewing and Mrs. [REDACTED] his secretary, telephoned the candidates recommended by Mr. [REDACTED] and scheduled them for a one hour appointment each on Monday and Tuesday, 22 and 23 November 1965.

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3. A total of sixteen individuals were scheduled, of whom all but one appeared for interview. Of the fifteen who did appear, only three had submitted formal applications, the others had had a preliminary interview with Mr. [REDACTED] but had not yet submitted an application.

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4. The candidates ranged in age from twenty-one to twenty-eight years. Thirteen ^{were} men; two were women. All except one currently are students at M.I.T., Harvard Law School, the Harvard Graduate School of Business, Harvard College, Boston College or the Fletcher School of Law and Diplomacy. The one exception is a salesman for a photocopy equipment firm in Boston who is a graduate of Boston College.

5. In general, the quality of these people was extremely high. Mr. [REDACTED] had done an excellent job of screening and recommending. There were, however, a surprisingly large number of engineering and technical management students and

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a correspondingly low number of students in the Liberal Arts, except for the Fletcher School group. Also, the majority of male candidates is within the draft liable category - under 26, single or married without children, no previous military service.

25X1A 6. It had originally been my opinion that such a field trip ought to correspond, in a temporary way, to the function performed by Dr. [REDACTED] in which he interviews candidates for the Career Training Program only after reviewing a complete application, academic transcripts, test results, and the results of a prior interview by a [REDACTED] recruiter. 25X1A However, after an exchange of ideas at Headquarters between CTP and PRD, it was decided to pursue a twofold objective - to exercise critical judgment on candidates who already had made formal application, determining whether or not continued processing at Headquarters was warranted; and to stimulate those who appeared to be promising prospects to submit a formal application and seriously seek employment with this Agency.

7. By and large, it is my belief that the latter purpose was better served on this trip. Several of the people whose complete files I had reviewed at Headquarters beforehand were not available for interview in Boston during this period. Twelve of the fifteen people interviewed had not submitted an application nor yet taken the professional test battery. Essentially, most said they had not yet learned enough about the Agency to become seriously interested in employment possibilities here.

8. Consequently, much of my time during an hour's interview was devoted to talking about the Agency and its functions in general, and to a lesser extent about the Career Training Program in particular. In fact, I found myself talking as much about the opportunities within DDS&T for many of these people as anything else. It is my expectation that a number of formal applications will materialize from this experiment.

9. The most notable discovery, for me, in this experiment was the reluctance of the majority of people interviewed to submit formal applications, primarily because they possessed so little information

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about the Agency, its functions, and the opportunities available to individuals here. I have realized for a considerable period of time that a [REDACTED] recruiter's schedule, allowing as it ordinarily does for only a thirty-minute initial interview with a candidate, makes impossible anything more than a superficial evaluation of a candidate, especially when the recruiter does not have file, tests, or anything but the candidate and a possible resume to work with. What I did not realize is that the flow of information from the recruiter to the prospective candidate is equally circumscribed by limitation of time. Frankly, it seems to me that my own follow-up to the initial interview in this trip was basically a compensation for the candidates' having gained insufficient information the first time. And, it seems patently evident that this is not due to the recruiter's deficiency in any respect but due to a system which keeps moving him in thirty-minute segments, requiring him to take all corners equally without the built-in flexibility which would permit him to spend longer periods of time with the more promising candidates. It seems like the old quantity vs. quality principle that is involved.

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10. In summary, then, I am inclined to think that this trip served a very useful purpose in stimulating increased interest in employment opportunities to be found in the Agency; in explaining the need for, and some of the techniques of, the U. S. Government's intelligence effort; and, for my own edification, in providing insights about a [REDACTED] recruiter's problems as well as about some of the attitudes toward the Agency which prevail on campus. I have long had the distinct feeling that candidates interviewed at Headquarters are likely to be somewhat guarded in their comments about the image of the Agency in the academic communities around the country, but I certainly did not sense any reservations on this point by many of the individuals with whom I talked on this trip. In addition, I felt that explanations which I offered may have gone a considerable way toward counterbalancing some of the unfavorable publicity the Agency has been receiving recently.

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11. It seemed to me that this trip placed an additional burden on Mr. [REDACTED] office at a time when it could hardly be afforded. Also, I think we have to realize that, if such trips by CTI staff officers continue, we cannot always rely on the type of service

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and assistance which was extended in Boston. Consequently, I would be inclined to give serious consideration to our taking recommendations from the recruiters about people who, in their opinions, seem to be promising candidates for the Career Training Program, and then communicating directly with those candidates, making arrangements as to time and location for seeing them. I especially experienced restrictions on being able to apply my own criteria in deciding which candidates I might have seen in Boston.

12. I believe that a one hour interview is too short, particularly when one has to do a great deal of explaining about the Agency and CTP in addition to interviewing the candidate and compiling a meaningful intelligible set of notes or a full length Dictaphone report.

13. Finally, not only was this a rushed trip with reports to be produced in finished form upon return to Headquarters, but such a trip represents a net increase in an officer's overall workload and I found myself having fallen rather seriously behind in my other responsibilities such as file review, fitness reports, and day-to-day servicing of trainee problems. I believe that more advanced planning is required for us to balance a trip such as this against our many other responsibilities, which must allow, among other things, for the demands of our interview schedule here at Headquarters.

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